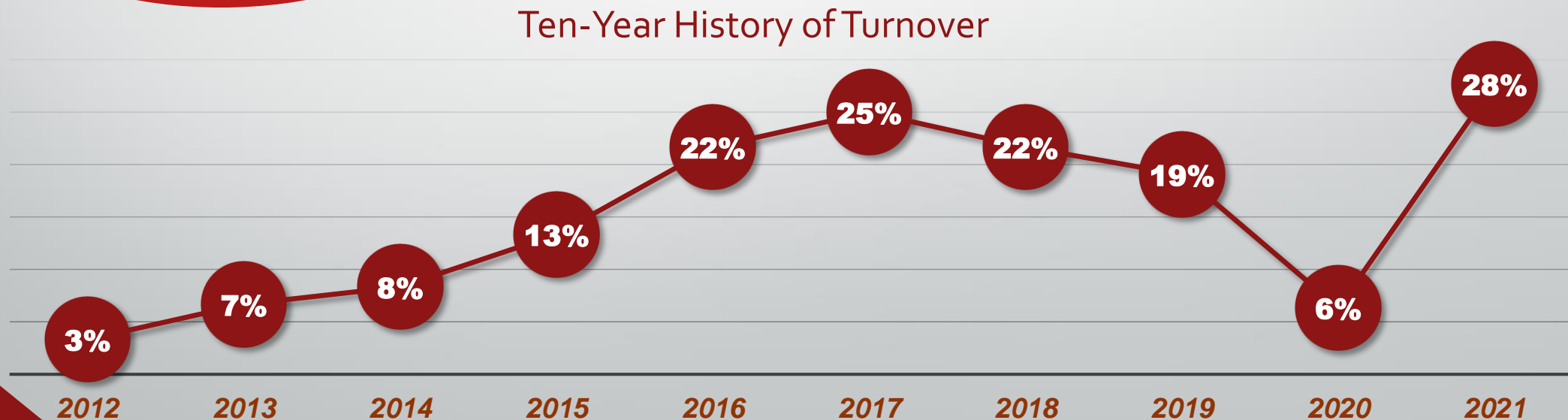


Retention/Recruitment Incentive Proposal

Health and Human Services

Health & Human Services Staffing Crisis



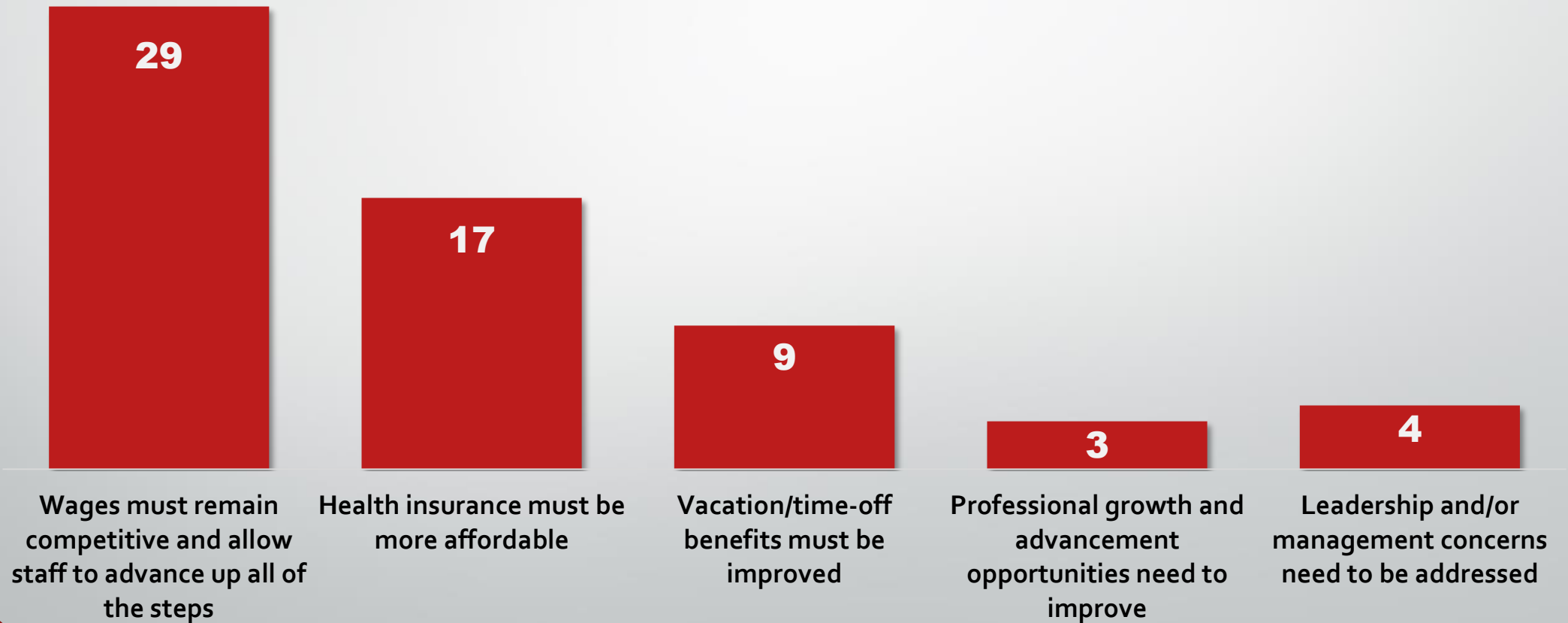


Staff Feedback

Brief Survey to Get Staff Preferences

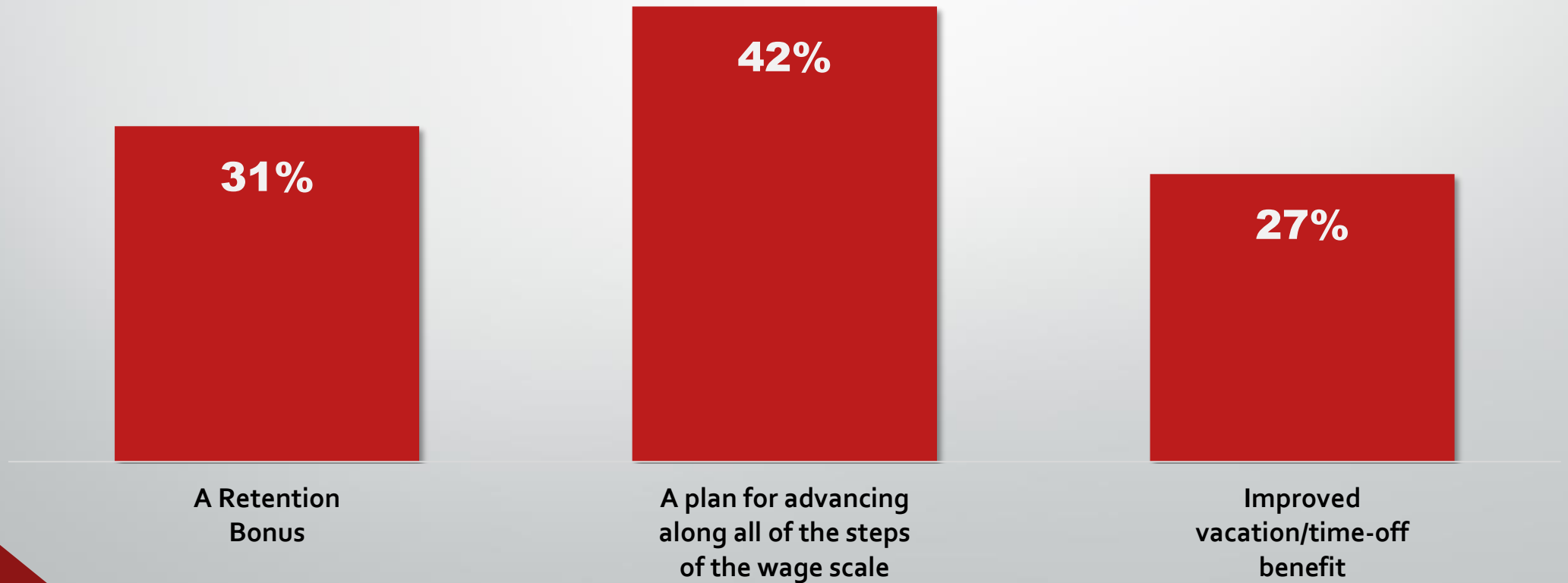
Staff Survey

Although all of these are important and need to be addressed, which is your top priority in order for you to remain employed with Health and Human Services?



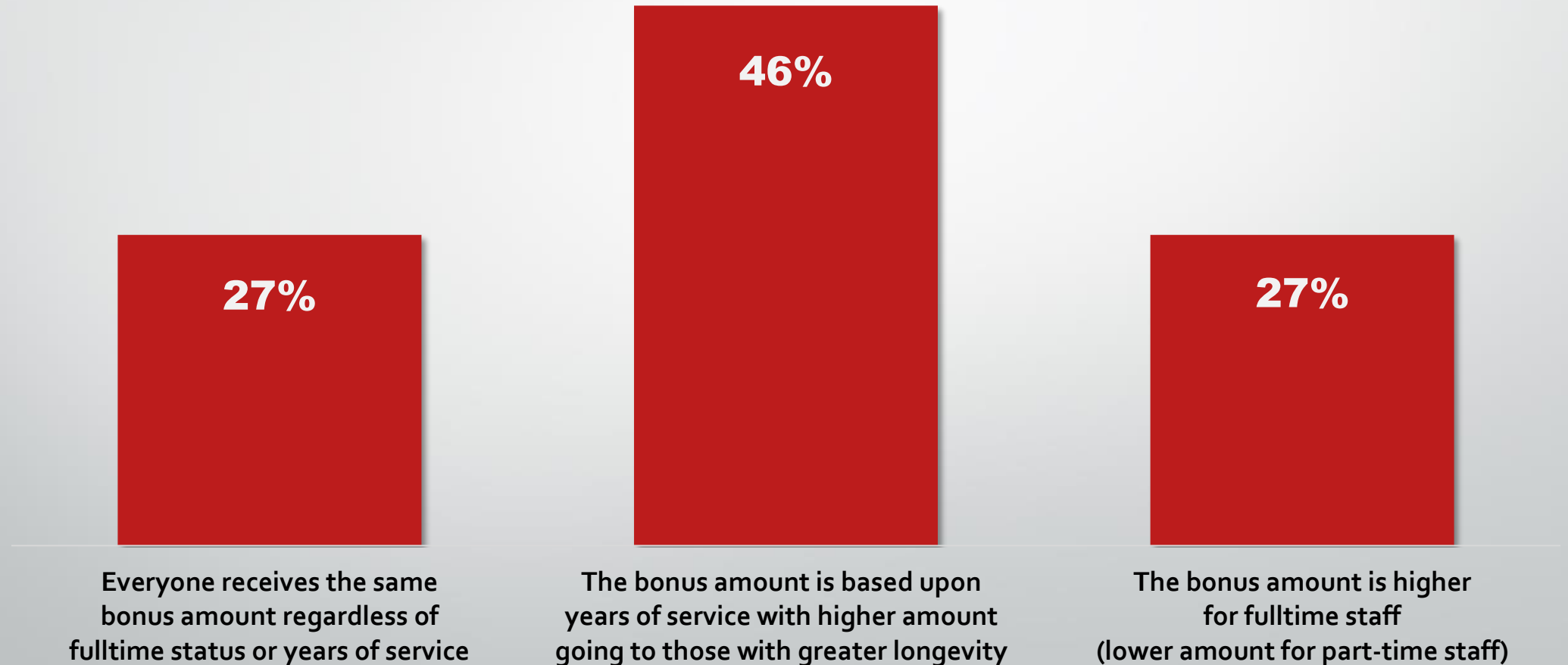
Staff Survey

If only one option were possible as a retention incentive, which would most encourage your continued retention at Health and Human Services?



Staff Survey

*If a one-time retention bonus was provided,
which option would you prefer?*



Staff Survey

If a plan for regular step increases on the wage plan was to be approved, what factors do you think should determine when or how staff would move up a step?

60%

REWARD LONGEVITY

**Advance up the steps
based on years of employment.**

**An example could be to move to
step 5 at five years; step 6 at eight years;
step 7 at twelve years; step 8 at fifteen years.**

40%

REWARD PERFORMANCE

**Advance up the steps
based on performance.**

**An example could be to move up
a step based upon performance measures
and recommendation of the manager.**

Staff Survey

What are your ideas for providing an incentive to encourage staff to remain with Health and Human Services?

General Themes of Comments ...

- Wages
 - *Increases should happen annually or regularly*
 - *Longevity should be rewarded*
 - *Pay should to be comparable to surrounding counties*
- Insurance
 - *Needs to be more affordable (premiums & deductibles)*
 - *Quality of the plan should be improved*
- Bonuses
 - *Nice reward, but it's short-lived / Not the right way to go*
 - *Mixed on whether they should be based on longevity, performance, or just given*
- Vacation
 - *Needs to improve and be more comparable to other businesses*



RETENTION INCENTIVE OPTIONS FOR CONSIDERATION

Retention Bonus – Premium Pay – Wage Step Advancement Plan

Incentive Options

Pine Valley Actions Already Taken in 2021

- Made Changes to the Pine Valley Pay Plan Step Advancement
- Provided Premium Pay to all Pine Valley employees

Options for HHS *(and possibly all General County Employees)*

- Provide Retention Bonuses
- Provide Premium Pay
- Establish Step Advancement Policy for Wage Scale

Retention Bonus

Bonus Based on Longevity

- \$1,500 to staff with more than 5 years employment
- \$1,000 to staff with less than 5 years of employment
- \$500 to Temp/Casual staff

Total Cost = \$90,750

Bonus Based on Full/Part Time Status

- \$1,300 to full-time staff
- \$650 to part-time staff
- \$400 to Temp/Casual staff

Total Cost = \$92,475

Not Recommending

Premium Pay

Provide additional premium to hourly pay in 2022

This will function both as a recruitment and a retention incentive

- \$1 per hour premium ****Recommending****

Total Cost = \$165,351 *(beginning first pay period in February)*

- \$0.75 per hour premium

Total Cost = \$130,643 *(beginning first pay period in February)*

Wage Step Advancement Options

- 1-step Advancement: Follows Pine Valley Example
 - *Everyone moves up one step (except those on top step)*

Cost = \$101,815

- Longevity Pay Advancement: Allows Advancement Along Full Wage Scale
 - *Staff are placed on the designated step based on their continuous years of employment advancing at probation, two, four, six, eight, and ten years*

Cost = \$121,577 **Recommending**



Status of the Current Pay Plan

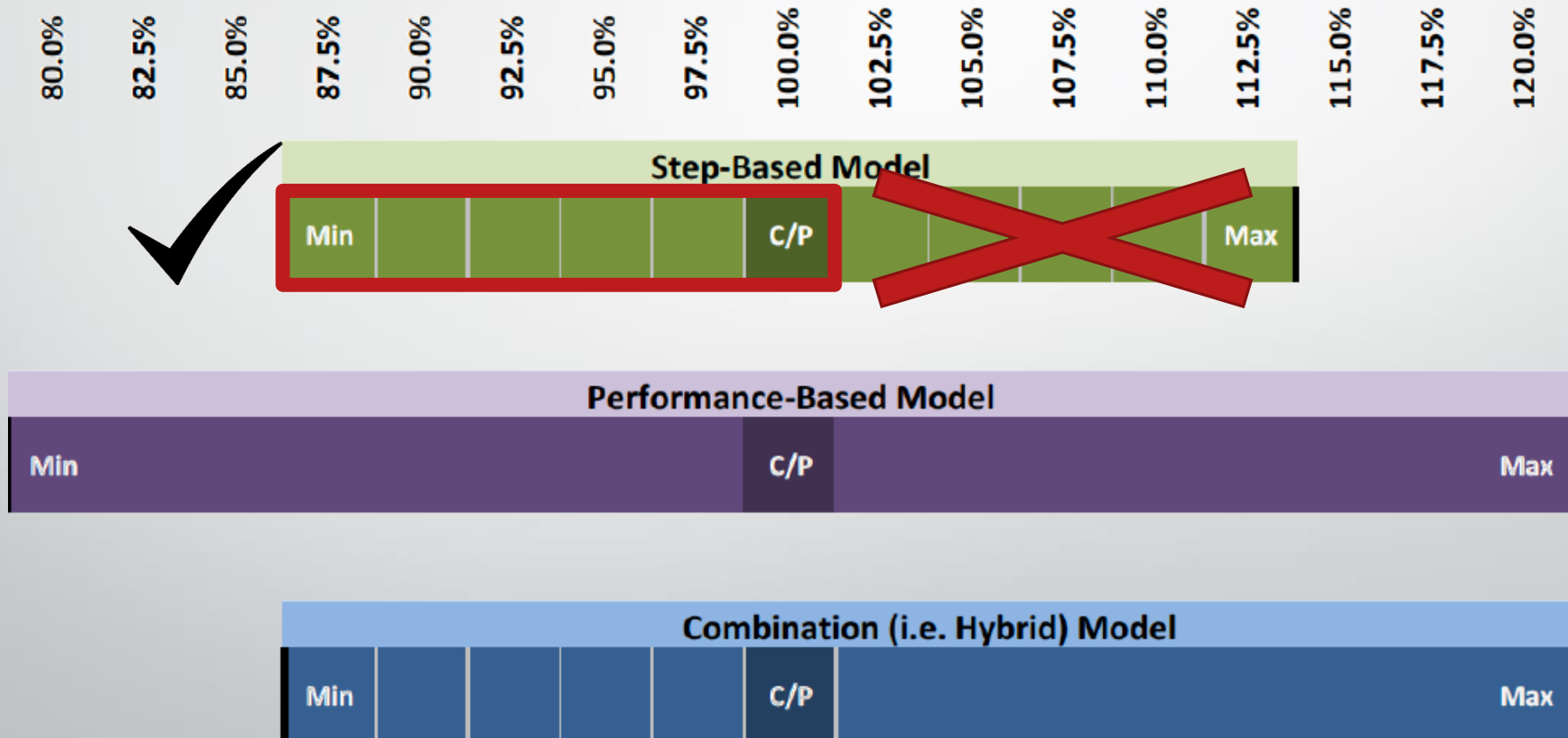
RESOLUTION NO. 18 – 10

RESOLUTION NO. 19 – 89

RESOLUTION NO. 21 – 161

Understanding the Current Pay Plan

Sample Pay Structures



From Carlson Dettmann Presentation ...

Observations / Recommendations

- **Marketplace:**

- Overall, the benchmark midpoints are at 89% of the market, although there will be fluctuations for individual positions
- High-level estimate of +/- \$200,000 to implement structure
 - +/- \$150,000 additional for Pine Valley

- **Market Placement:**

- Recommendation for 50th Percentile / Average as the “anchor” for the pay plan
 - Half of the market pays more, half pays less
 - Revisit, if necessary, in the future

- **Structure:**

- Recommend adopting a “step” plan in the *short-term*
 - 8 steps to “Control Point”, with no movement beyond (identical to Grant County structure)
- Employees would progress through the steps on an annual basis, presuming that performance is at an acceptable level
- Consider the following:
 - Financial ability to afford structure; Ability/willingness to pay above the “market rate”;
 - Creation of implementation steps, below proposed Step 1, to mitigate the cost impact of the implementation

- **Implementation:**

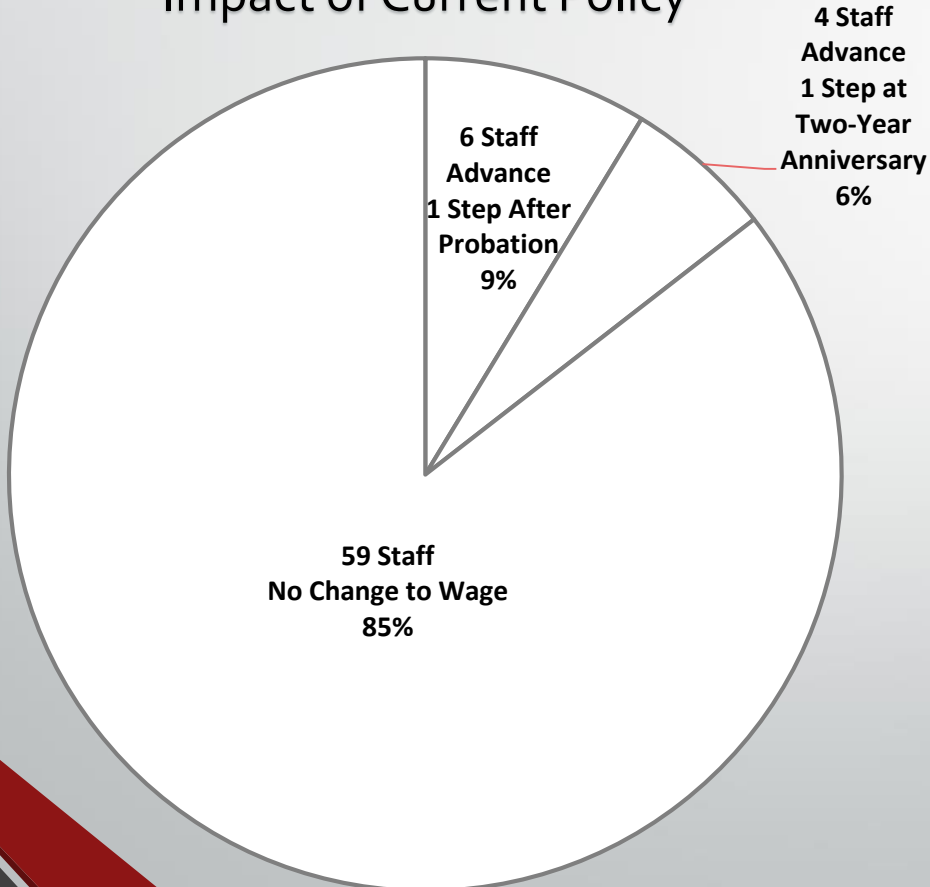
- What can the County afford vs. the “standard implementation”?

Current Policy

86% STEP 1	88% STEP 2	90% STEP 3	92% STEP 4	94% STEP 5	96% STEP 6	98% STEP 7	Control Point STEP 8
NOT USED	NEW HIRE	After PROBATION	After TWO YRS	NOT USED*	NOT USED*	NOT USED*	NOT USED*

**Used only if staff are already above Step 5 to Advance a Step*

Impact of Current Policy



- Current Policy Allows Department Heads to place up to Step 4
- There is NO Annual Cost of Living Adjustments Built into the Plan

Impact to Staff Wages	# of Staff	%
Advance a Step in 2022 After Probation	6	9%
Advance a Step After Two-Year Anniversary	4	6%
No Change to Wage	59	85%



Wage Step Advancement Options

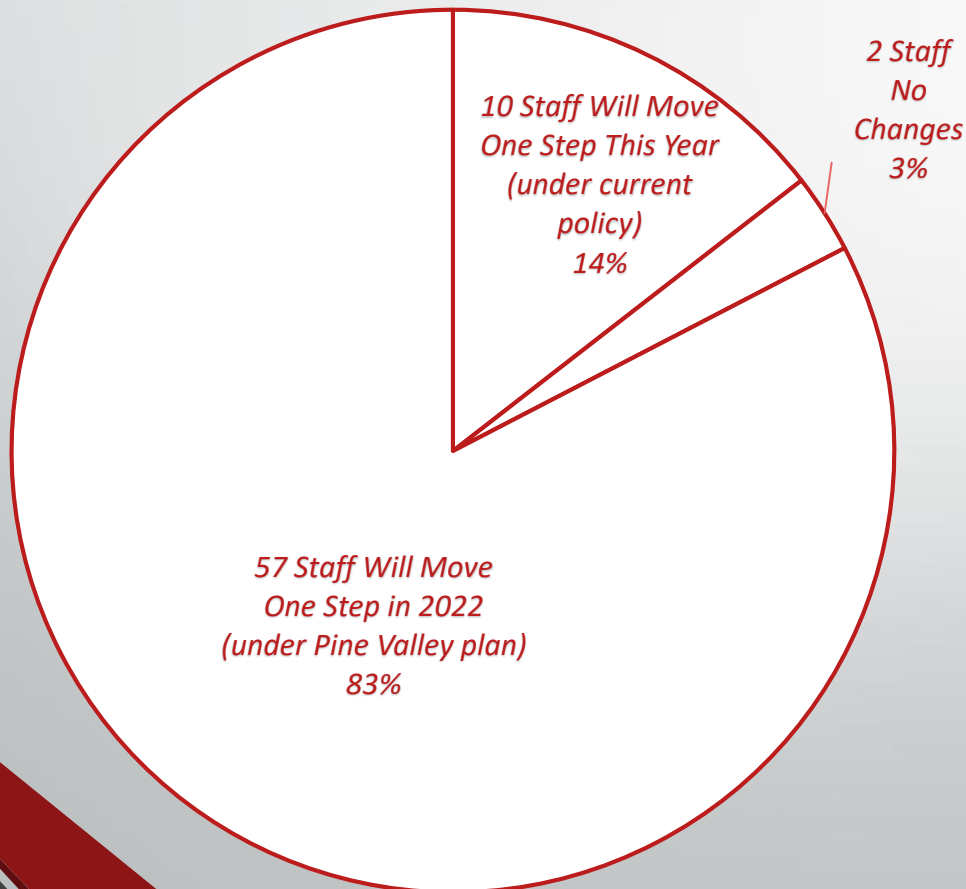
Understanding the Impact

1-Step Advancement

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8
NOT USED	NOT USED	NEW HIRE	After PROBATION	After TWO YRS	NOT USED*	NOT USED*	NOT USED*

**Used only for staff who are already above Step 5 to Advance a Step*

Impact of Following Pine Valley Plan



- Follows Example of Pine Valley Step Advancement (9/2021)
- Policy is Updated to Allow Department Heads to place up to Step 5
- NO Annual Cost of Living Adjustment is Built into this Plan

Cost = \$101,815

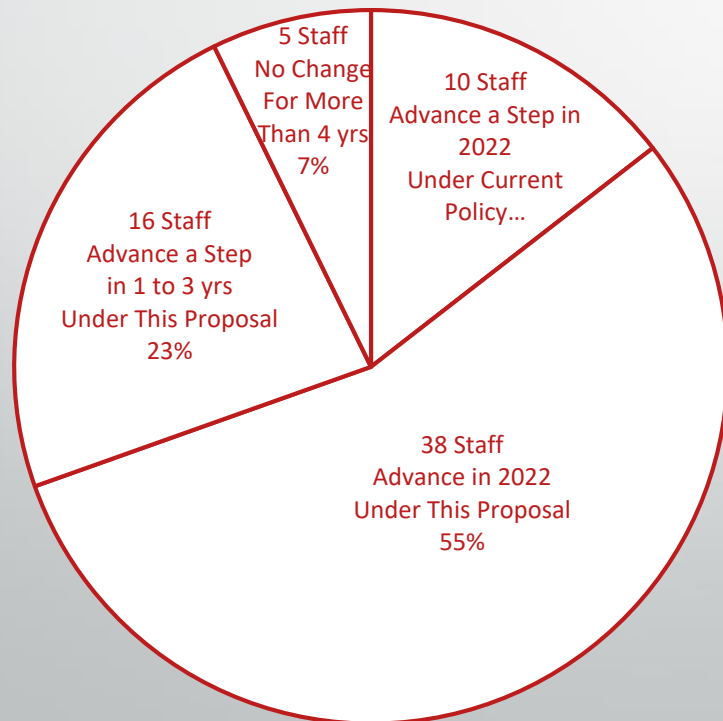
Impact to Staff Wages	# of Staff	%
Will Advance a Step in 2022 Under Current Policy	10	14%
Would Advance a Step in 2022 Using Pine Valley Plan	57	83%
No Change to Wage Already at Step 8	2	3%

Longevity Step Advancement

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8
NOT USED	NEW HIRE	After PROBATION	After TWO YRS	After FOUR YRS	After SIX YRS	After EIGHT YRS	After TEN YRS

- Step Advancement at Probation, Two, Four, Six, Eight, and Ten Years
- Plan Includes Policy for Annual Cost of Living Adjustments to the Entire Wage Scale – MUST BE EVERY YEAR
- Plan Allow Department Head to place up to Step 5; Allow County Administrator to approve higher placements

Impact of Step Advancement at Two-Four-Six-Eight-Ten Years



Cost = \$121,577

Changes to Staff Wages	# of Staff	%
Will Advance a Step in 2022 Under Current Policy	10	15%
Would Advance in 2022 Under This Proposal	38	55%
Would Advance a Step in one to three years under This Proposal	16	23%
No Change to Wage for more than four years	5	7%



FUNDING RETENTION INCENTIVE PLAN

Funding for Retention Incentives

FUNDING SOURCE	Premium Pay \$1/hr (\$166,665)	Pay Plan 1-Step Advancement (\$101,815)	Pay Plan Longevity Advancement (\$121,580)
Saving from Position Vacancies	\$ 35,665	\$ 35,665	\$ 35,665
Claimable Federal Funding <i>(percentage of additional costs for certain programs)</i>	\$ 28,000	\$ 18,700	\$ 24,300
ARPA Funds*	\$ 103,000	\$ 47,450	\$ 61,615
TOTAL	\$ 166,665	\$ 101,815	\$ 121,580

**Richland County received \$3,350,999 in ARPA funding from the Federal Government.*

- On August 20th, the Finance and Personnel Committee earmarked 10% of those funds (or \$335,099) for premium pay for eligible essential workers.*



RECOMMENDED PLAN

From the HHS Director

Recommended Retention Plan

1. Establish a County Pay Plan Policy to include...

- An **Annual Cost of Living Adjustment** to the Whole Wage Scale
- **Longevity Step Advancement Plan** (Wage Step Based upon Years of Employment)

Current employees are to be placed on the step that corresponds to their years of continuous employment

- Step 2: New Hires
- Step 3: After Probationary Period
- Step 4: After Two Years of Employment
- Step 5: After Four Years of Employment
- Step 6: After Six Years of Employment
- Step 7: After Eight Years of Employment
- Step 8: After Ten Years of Employment
- Allow **Department Head discretion to place employees up to Step 5;**
- Allow **County Administrator to approve higher placements**

2. Provide Premium Pay to all HHS Employees

- **\$1/hour premium pay** added to hourly wage beginning with the first payroll in February
- Premium pay remains in place until Longevity Pay Plan Policy is in place or until 12/31/22

